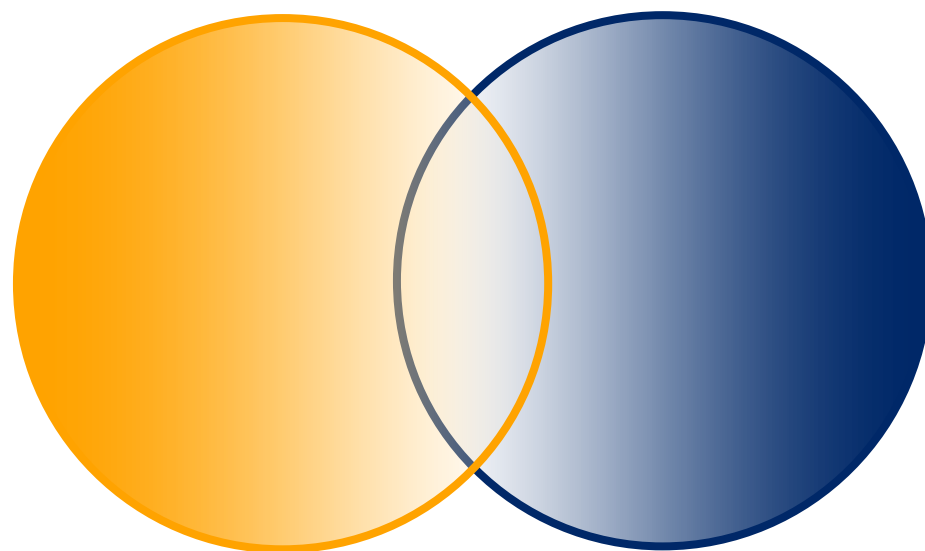


BTI Power Rankings

The Law Firms with the Best Client Relationships



2016

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More than 60% of corporate counsel have replaced a primary law firm in the last 18 months. Clients are on the hunt for law firms with better industry know-how, business understanding, and capable of helping clients achieve their business goals.

DELIVERING A BUSINESS-FOCUSED EXPERIENCE TO YOUR CLIENTS | 11

The ability to demonstrate your understanding of a client's industry and business better than other law firms is the single most powerful differentiator in the eyes of clients.

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These core law firms are in the most coveted position with clients and have the best access to the client's most attractive work.

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These firms earn the all-important unprompted recommendation from today's most persuasive clients.

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Clientopia is the ideal state of a client relationship. These are the firms clients consider both their leading primary provider and the first firm they recommend to peers.

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These firms boast the largest number of superior client relationships in each of 16 different industries.

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ORDER THE FULL REPORT NOW

BTI POWER RANKINGS 2016:
CLIENTS RANK THEIR RELATIONSHIPS
WITH MORE THAN 500 LAW FIRMS
IN 16 INDUSTRIES:

www.bticonsulting.com/power



UNDERESTIMATING FLIGHT RISK IN YOUR CLIENT BASE

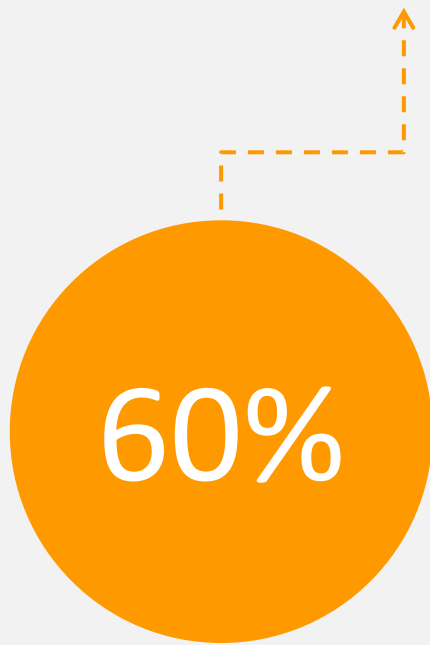
REVENUE. PROFITS. MARKET SHARE. GROWTH. LAW FIRMS MEASURE SUCCESS ACROSS ANY NUMBER OF METRICS, BUT AT THE HEART OF EACH IS THE MOST VITAL ELEMENT: CLIENT RELATIONSHIPS.

Most law firms today are underestimating flight risk in their own client base.

In the last 18 months, 60% of clients replaced one of their primary law firms. In a thriving market, this makes growth difficult. In today's constrained legal market, it makes growth next to impossible—except for those firms who systematically invest in acquiring, cultivating, and retaining their client relationships. All other growth strategies are unsustainable in the long run.

Few law firms measure and quantify the strength of their current client relationships. Without this metric, you cannot gauge the flight risk and growth potential of your client base.

- If your law firm is not considered a core provider (pages 4-7 [in the full report](#)), how will you approach business development with existing clients to capture a larger portion of your clients' legal spending?
- If your law firm is not earning client recommendations (pages 8-9 [in the full report](#)), how can you improve the client experience in order to win client endorsements, which are the most reliable indicator of future growth potential of your firm?
- If your law firm has not achieved a state of Clientopia® with clients (page 10 [in the full report](#)), how can you outpace other competitors serving your clients to increase your firm's client retention?



of legal decision makers **replaced** one of their **primary law firms** in the **last 18 months.**

ARE YOU CORE TO YOUR CLIENT? REALLY?

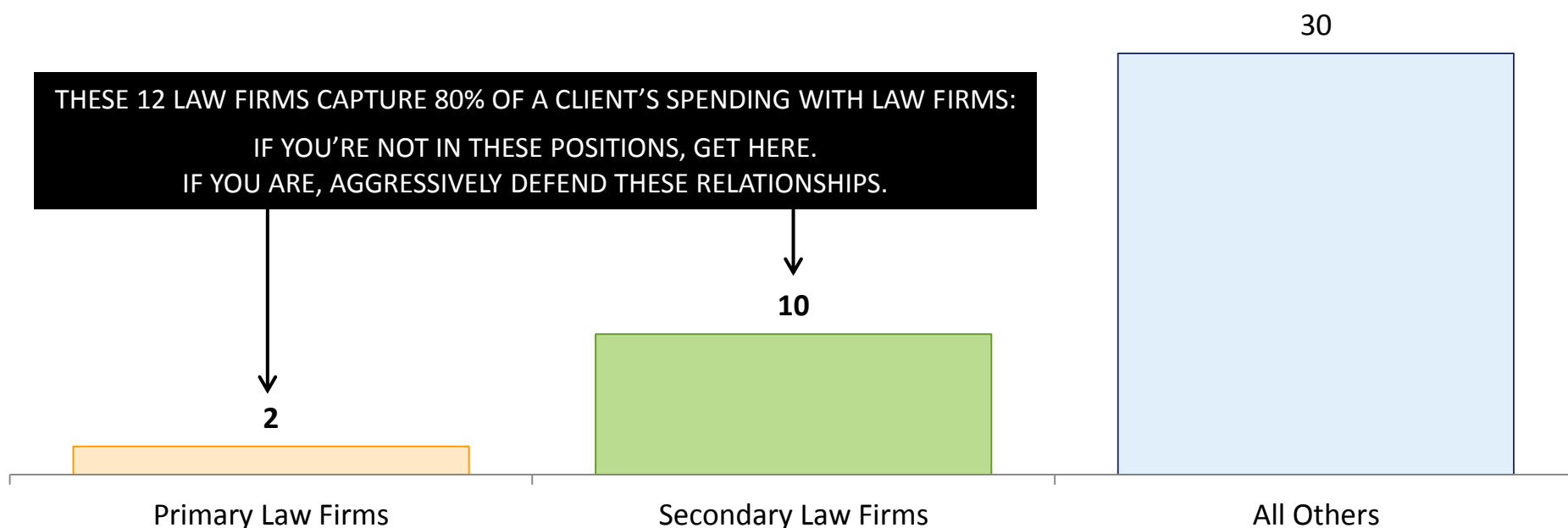
You can only grow once you know how your firm is currently positioned among the 42 different law firms your client uses on a daily basis.

Of this group of 42, only 12 law firms are considered core: the firms capturing 80% of the client's work—and legal spending. These core law firms are in the most coveted position with clients and have the best access to the client's most attractive work. Law firms not in a primary or secondary position with clients will have an uphill battle to win new—and better—legal work.

Pages 15-48 ([in the full report](#)) highlight the 513 law firms considered core by more than 320 General Counsel at large organizations. These firms have successfully infiltrated clients' rosters of go-to firms, making them formidable market competitors.

CORPORATE COUNSEL RELY ON 42 DIFFERENT LAW FIRMS FOR THEIR LEGAL NEEDS

Average number of law firms used by a typical, large organization



Want to know your standing within your own client base? Contact BTI to discuss how a custom research initiative can improve your firm's market position.

CLIENT SERVICE DRIVES RECOMMENDATIONS. RECOMMENDATIONS DRIVE BUSINESS. BIG BUSINESS.

Your law firm’s recommendation rate—how often your clients recommend you to their peers in an unprompted manner—is one of the most powerful indicators of future growth and business development. Fully 57% of corporate legal decision makers will hire a law firm based on a single, unprompted recommendation from a peer.

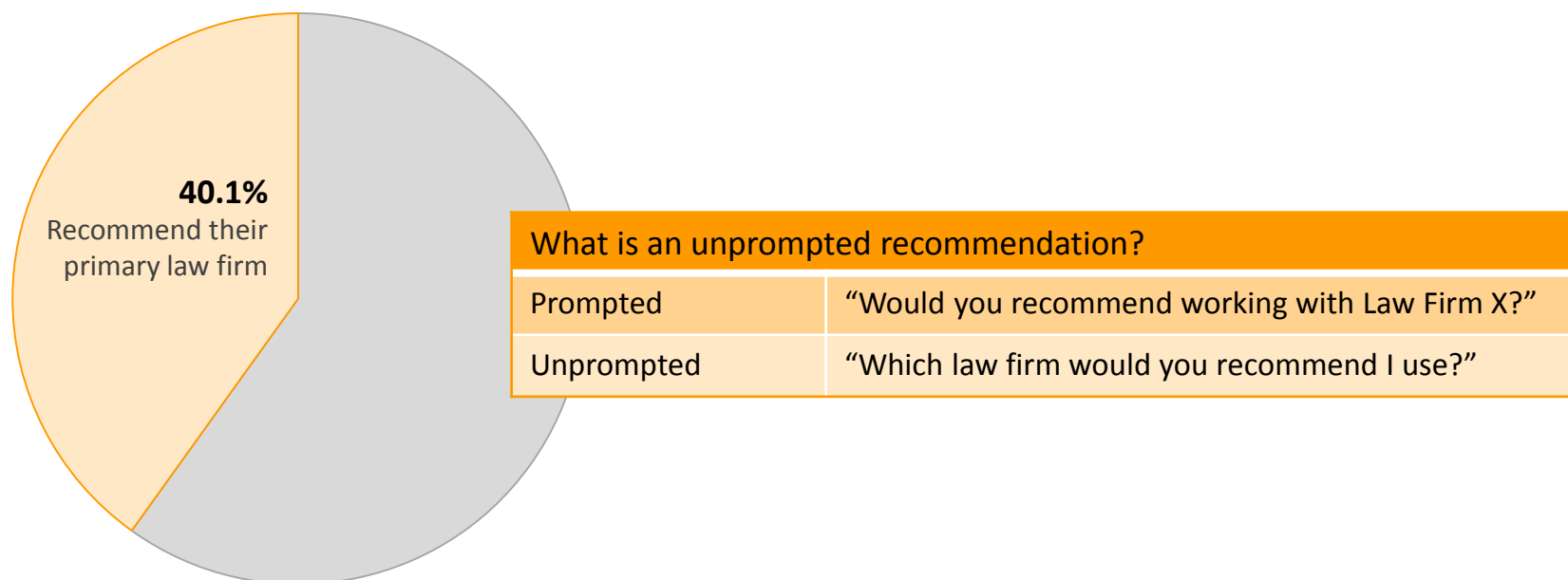
How does the client-to-client recommendation bring such exalted status? Clients trust each other to share only the best with each other—every client knows they will need a recommendation one day, which drives them to follow the unwritten “recommend only the best” code.

Clients don’t offer up these unprompted recommendations lightly. Of the more than 320 GCs interviewed by BTI in 2015, only 40.1% named their primary law firm to peers. Firms not earning unprompted client recommendations are advised to quickly use client feedback as a tool to identify what clients see as the firm’s shortcomings.

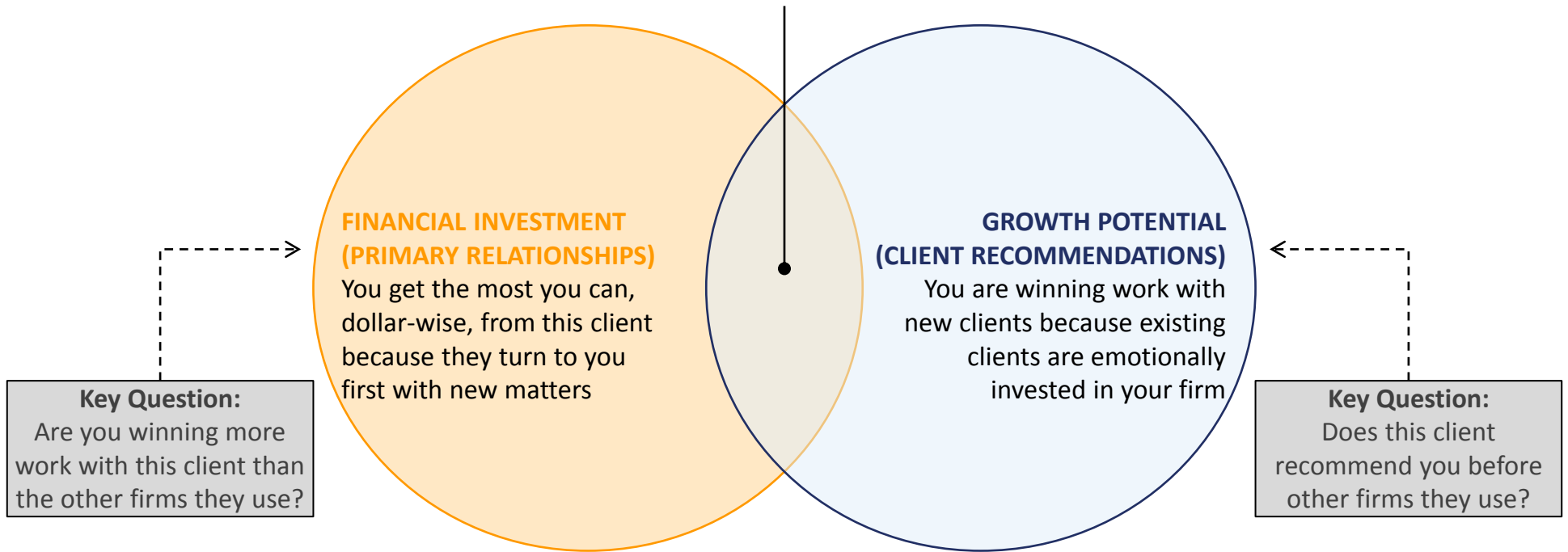
Pages 49-81 ([in the full report](#)) highlight the 397 firms earning these all-important unprompted recommendations from today’s most persuasive clients.

ONLY 40.1% OF CLIENTS RECOMMEND THEIR PRIMARY LAW FIRM

Percent of GCs recommending their primary law firm in an unprompted manner



CLIENTOPIA®



HIGHER GROWTH. IMPROVED PROFITS. LONGER CLIENT RETENTION.

Ultimately, law firm growth is driven by 2 key factors: winning more work from existing clients and securing more clients. However, many law firms do not quantify the strength of their current relationships to help fortify those relationships, and gain more business from new clients.

BTI's Clientopia metric makes assessing your relationships a quantifiable, straightforward task.

If your client relationship does not meet the 2 above criteria, you are not getting anything close to the full potential possible from your client. If your relationship meets both financial and growth-potential metrics, you have earned yourself a rare license to develop new work with your Clientopia client.

The 134 law firms on pages 82-102 ([in the full report](#)) have found the sweet spot of client development and have earned the privilege of developing new business ahead of all others.

BTI RESEARCH METHODOLOGY

RESEARCH METHODOLOGY

BTI Power Rankings 2016 is based solely on in-depth telephone interviews with leading legal decision makers. This comprehensive analysis of client relationships trends data from more than 4,000 corporate counsel client interviews conducted over the span of 16 years, including 322 interviews in 2015.

This research is independent and unbiased—no law firm or organization other than BTI sponsors this study.

Each year, BTI reaches out to a sample of legal decision makers at large organizations with \$1 billion or more in revenue. *BTI Power Rankings 2016* includes insights from BTI's 16-year ongoing study with GCs and legal decision makers. The newest research was conducted between March 9 and September 10, 2015.

Participants are granted confidentiality at the individual and organizational level.

2016 SURVEY PARTICIPANT DEMOGRAPHICS

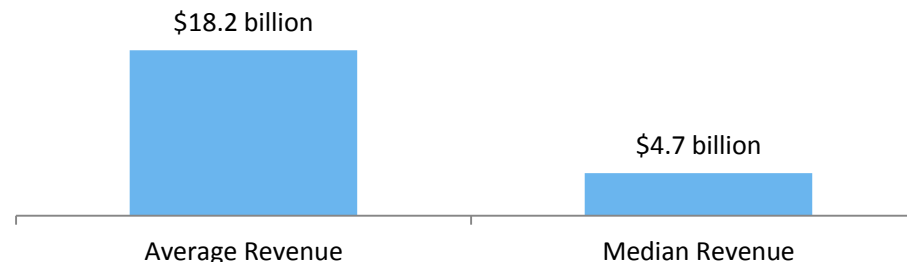
OVERVIEW

Interviews	322 in-depth telephone interviews
Time Frame	Conducted between March 9 and September 10, 2015
Incentives	Respondents receive a complimentary report of legal benchmarks and metrics

HIGHEST-RANKING LEGAL DECISION MAKERS

- General Counsel/Chief Legal Officer
- Direct Report to General Counsel
- Other Legal Decision Maker

ORGANIZATIONS WITH HIGHEST LEVELS OF LEGAL SPENDING



REPRESENTATIVE OF MORE THAN 15 INDUSTRY SEGMENTS

- Banking
- Chemicals
- Consumer Goods
- Energy
- Financial Services
- Health Care
- High Tech
- Insurance
- Manufacturing
- Pharmaceuticals
- Professional Services
- Retail Trade
- Telecom
- Transportation
- Wholesale Trade

ABOUT THE BTI CONSULTING GROUP

THE BTI CONSULTING GROUP

HELPING PROFESSIONAL SERVICES FIRMS BOOST CLIENT SERVICE FOR OVER 25 YEARS

Driving Superior Client Relationships. Fueling Superior Growth and Profits.

BTI conducts more independent research on how clients acquire, manage, and evaluate their professional service providers than virtually anyone.

We benchmark how Fortune 1000 companies buy, how professional services firms sell, and how to manage service provider performance. Through more than 14,000 independent interviews with C-level executives and systematic analysis, BTI has helped professionals boost client service for over 25 years.

We examine the market from the client's perspective. Our proprietary methods include open-ended interviews with high-level executives and decision makers, carried out by highly trained senior interviewers. These are not to be confused with check-off-the-box surveys. Our reports and findings are based on what your clients and users say: we don't put words in their mouths and we don't look to third parties to report what your clients are saying.

BTI is the leading provider of strategic research to the legal community—performing more market research about law firms than virtually anyone. BTI has helped more than 200 law firms and professional services firms improve client service through compelling research and advice. We conduct the only continuous benchmarking market study in the legal services industry, now in its 16th year.

Clients use BTI's insightful, custom client feedback surveys to drive change, create urgency, and substantially boost performance.



CLIENTOPIA® WITH YOUR CLIENTS

HIGHER GROWTH. IMPROVED PROFITS. LONGER CLIENT RETENTION. FOR YOUR FIRM.

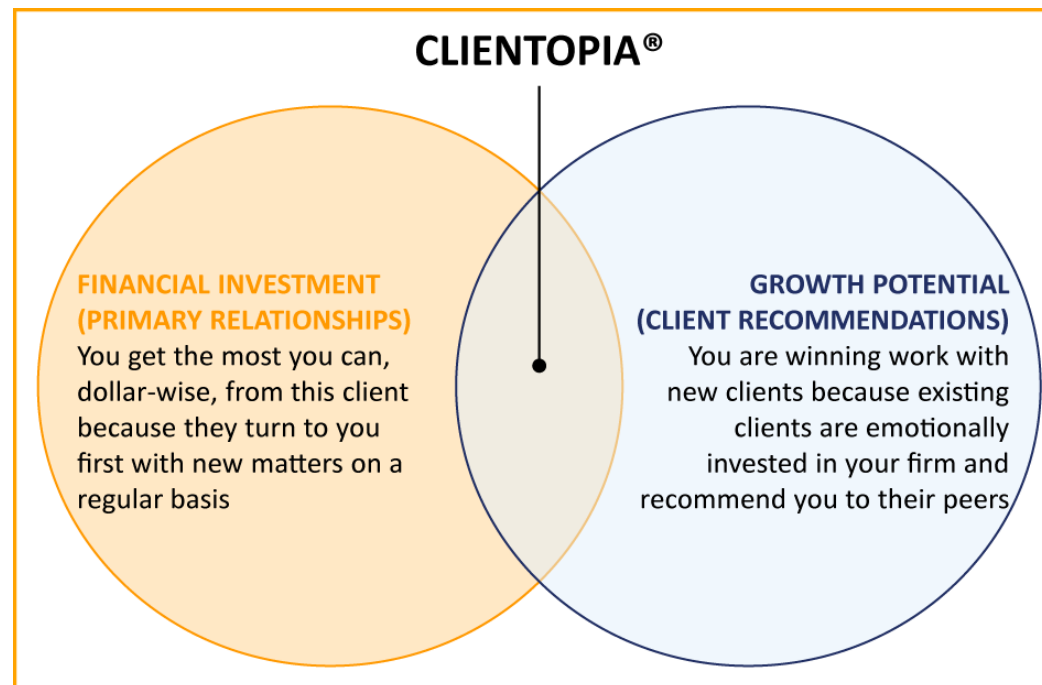
BTI's Clientopia metric makes assessing your relationships a quantifiable, straightforward task by asking 2 key questions:

- **Are you winning more work with this client than the other firms they use?**
- **Does this client recommend you before other firms they use?**

If your relationship meets both financial and growth-potential metrics, you have earned yourself a rare license to develop new work with your Clientopia client.

Clients don't offer up unprompted recommendations of their primary firms lightly. Of the more than 320 GCs interviewed by BTI in 2015, only 40.1% named their primary law firm to peers.

Contact BTI today to learn more about how you can uncover the clients who consider you their core provider *and* recommend you first to their peers, through in-depth, custom client feedback.



FUEL GROWTH AND PROFITS WITH CLIENTELLIGENCE®



Pinpoint your strengths—and weaknesses—in the activities proven to drive growth

BTI's more than 25 years of research pinpoint the 17 activities responsible for driving the absolute best client relationships. In essence, they are how clients define client service excellence and what clients expect out of the firms with whom they have the best relationships. The best-in-class performances in these activities are proven to drive superior financial performance.

There's only 1 way to determine if you are hitting the best-in-class threshold: ask.

Client feedback allows you to unequivocally pinpoint where you are excelling and where you need systematic improvements in your relationships.

The best feedback initiatives not only assess how you and your firm perform, but also look at the performance of the competitors also serving your clients. At the end of the day, what does it matter if a client thinks you are doing great, if a competitor is doing better?

**LEARN MORE ABOUT THE 17 ACTIVITIES AND
BTI'S NEWEST BOOK: *CLIENTELLIGENCE*
www.bticonsulting.com/clientelligence**

The 17 Activities Driving Growth

Quadrant I: Relationship Bliss

1. Commitment to help
2. Client focus
3. Understanding the client's business
4. Providing value for the dollar

Quadrant II: Price of Admission

5. Legal skills
6. Quality
7. Meeting core scope
8. Keeping clients informed
9. Dealing with unexpected changes
10. Handling problems

Quadrant III: Relationship Builders

11. Breadth of services
12. Helping advise on business issues
13. Regional reputation
14. Unprompted communication
15. Bringing together resources

Quadrant IV: Business Magnets

16. Anticipating the client's needs
17. Innovative approach

KEY SERVICES TO HELP OUR CLIENTS

BTI PERFORMS A BROAD RANGE OF SERVICES FOR OUR CLIENTS, INCLUDING:

CUSTOM CLIENT FEEDBACK RESEARCH

High-impact client feedback drives SUPERIOR client service. Superior client service drives growth.

- Client Service Performance Studies
- Client Needs Assessment
- Your Firm's Client Service Score

STRATEGIC PLANNING

Assess your options to find the GROWTH best suited to your firm: from least risk to highest return and anything in between.

- Financial and Market Performance
- Competitive Analysis

BUSINESS DEVELOPMENT

BTI looks at PERFORMANCE in new ways—driving adoption of new tactics and better results.

- Strategic Business Planning
- Client-Focused Business Practices
- Custom Training

MARKET ASSESSMENT

Establish a DIFFERENTIATED position—with less risk, lower costs, and a greater chance of success.

- Brand Health & Market Awareness Studies
- New Market Entry Assessments

USE BTI'S SERVICES AND RESEARCH TO:

Drive new business immediately

Keep competitors out of your client base

Find your strengths... and weaknesses

Learn what clients really want from you

CLIENT INSIGHT BRIEFINGS

Tailored to your firm and chock full of CLIENT-BASED insights, BTI briefings draw from our research and experience to help you boost client satisfaction, increase client retention, and improve your performance.

Please contact **Michael B. Rynowecer** at **+1 617 439 0333** or mrynowecer@bticonsulting.com to learn more about BTI's custom research & services.

BTI RESEARCH AND PUBLICATIONS

Authoritative, innovative, and practical advice from our research.

The data and insight found in BTI's reports are used to train attorneys, guide business development, inform strategy, and calibrate market trends against firm tactics.

In short, you get many of the benefits of a custom study commissioned for your firm, at a fraction of the cost. These insights are proven to drive growth and client retention and protect fees.

All of our reports come with a 100% satisfaction guarantee and complete telephone support to help you maximize the value from our publications.

You can order these and other compelling BTI research or publications at www.bticonsulting.com

BTI LITIGATION OUTLOOK 2016



Your guide to understanding how clients' expectations are changing to help you grow and capture new market opportunities, take smart risks, and spur innovation. *BTI Litigation Outlook 2016* helps you create and provide solutions before clients realize they need them.

BTI CLIENT SERVICE A-TEAM 2016

17 activities drive superior client relationships. 4 matter most. Discover how clients rate more than 300 law firms—by name—in these key activities, including Client Focus, Commitment to Help, Legal Skills, and Providing Value for the Dollar.



BTI BRAND ELITE 2016



Based on why clients hire and recommend law firms—not the services, size, or location of a law firm—BTI's research reveals how law firms of any size reap substantial new business by improving brand perceptions in the market.

BTI CLIENT SERVICE ALL-STARS 2016

312 attorneys step up to meet—and exceed—clients' expectations and earn recognition, by name, from corporate counsel for delivering the absolute best client service.



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www.bticonsulting.com

Read The Mad Clientist—BTI's blog at:

www.bticonsulting.com/themadclientist





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